

Transforming the City of El Paso Government

Teamwork, Cooperation, Collaboration



Joyce Wilson, City Manager
TCMA Annual Conference
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2006 Theme:

Teamwork, Cooperation, Collaboration

- **Teamwork**
 - Create a common sense of purpose – One City
- **Cooperation**
 - Focus on the organization and community as a whole v. individual services/departments
- **Collaboration**
 - Elicit partnerships where appropriate
 - Focus on region



Teamwork



City of El Paso: Elected Team



City of El Paso: Management Team



First Year: Major Accomplishments



Connecting the Organization

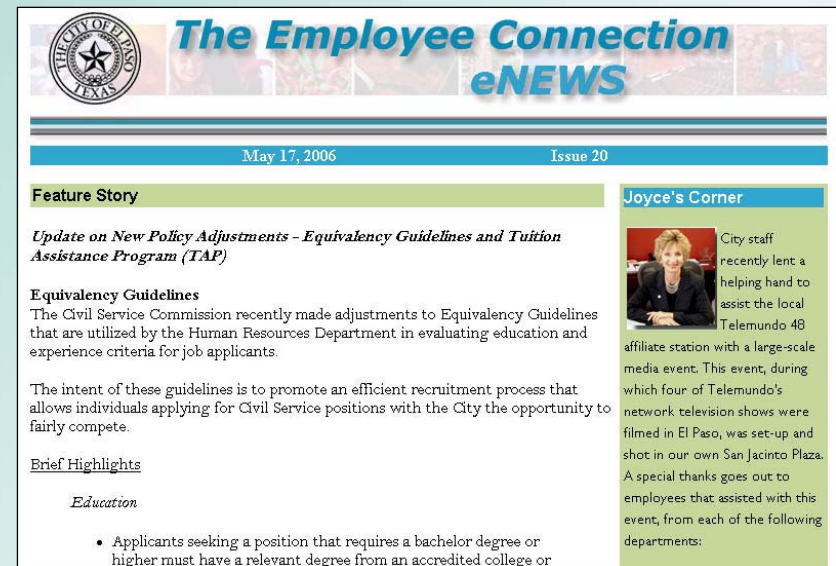
- Mayor and Council
 - Standing Meetings (Monthly/Weekly)
 - Strategic Planning
- Cross-Departmental Communication
 - Department Head Meetings & Portfolio Briefings
 - Communication & Public Affairs Team



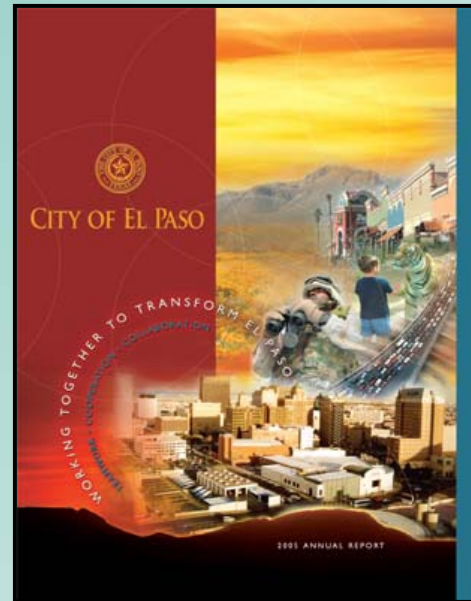
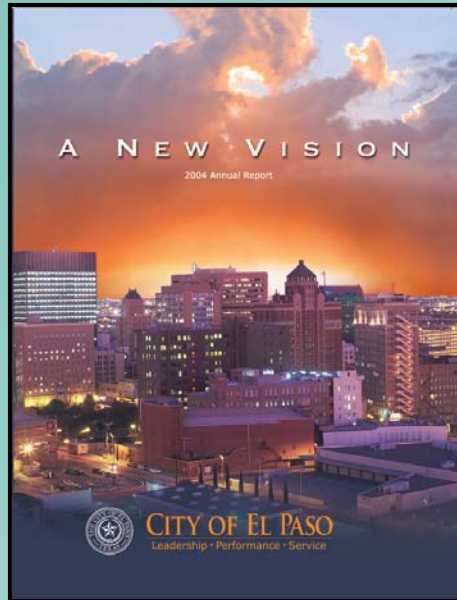
First Year: Major Accomplishments

Connecting the Organization

- City Staff
 - Monthly Employee Roundtables
 - E-Newsletter
 - Recognition Programs
- Community
 - Various Neighborhood Meetings
 - Expanding web-based and other communications opportunities

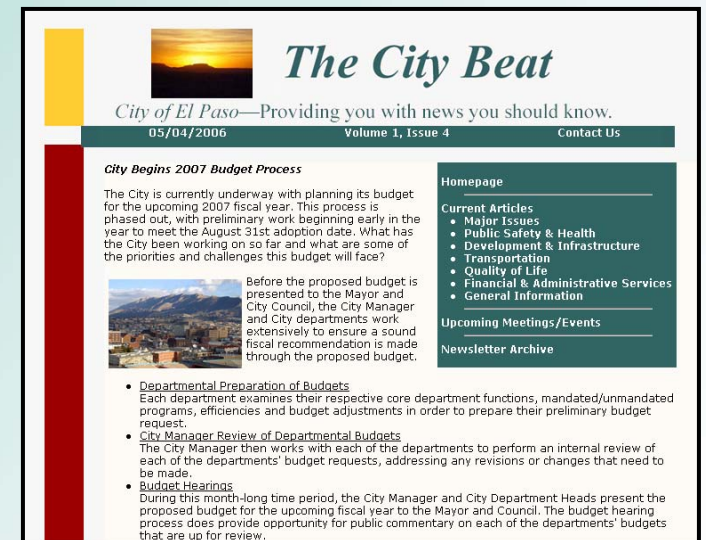


Communication Outreach



Additionally:

- Quarterly Wrap / Advertising
- City News Show



Cooperation



First Year: Major Accomplishments

Transition to Council-Manager Form of Government

- Rules & Policies
 - Review of City Charter
 - Implementation of revisions
 - Responsive to citizens and staff
- Strategic Planning
 - Opened lines of communication
 - Facilitated the development of goals/objectives for Council and Staff



First Year: Major Accomplishments

Streamlining the Organization

- Preliminary reorganization
 - Formation of Portfolios
 - Identified Direct Reports
 - Plan of action to eliminate duplication and redundancy in systems
- FY2006: Large-scale reorganization
 - Result of intensive internal assessment
 - Reduction in City departments
 - Final product: leaner and more responsive organization



First Year: Major Accomplishments

Streamlining of Procedures

- Simplification of Weekly Council Agenda
 - New policies and procedures conforming to Council-Manager form of government
 - Items to be addressed administratively
- Budget Process
 - Development of policy priorities with Mayor and Council
 - Internal budget development sessions with Staff
- Election Process
 - Orientation for new Mayor and Council
 - Procedures under new staggered terms



First Year: Major Accomplishments

Streamlining of Procedures

- Legislative Review Committee (LRC) Restructuring
 - Reduced number to 11 active committees
 - Provided staff support from City Manager's Office to assist in scheduling LRCs
 - Greater synergy between CMO and Mayor/Council
- Boards and Commissions
 - Review of unscheduled/underutilized boards and commissions
 - Recommended sunseting 5 boards and committees and consolidation of 3
- Civil Service Commission
 - Modernizing CSC Rules
 - Delegating more responsibility and accountability to management



First Year: Major Accomplishments

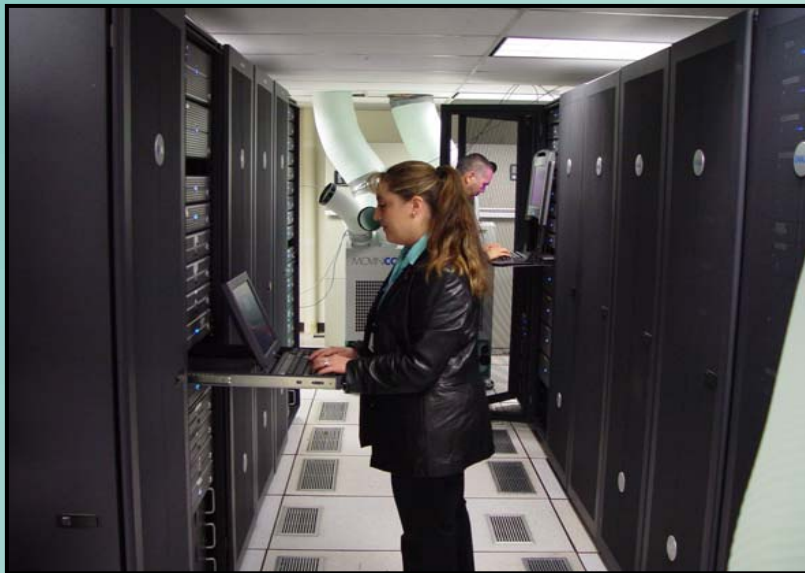
FY 2006 Budget: Guiding Principles

- Sustainability
 - Balanced Budget: Current revenues = Current expenses
- Service and Performance
 - Defined core service priorities and other service partners
- Efficiency and Cost-Effectiveness
 - Addressed new service requirements without adding staff
 - Consolidated and reduced independent departments from 34-26



First Year: Major Accomplishments

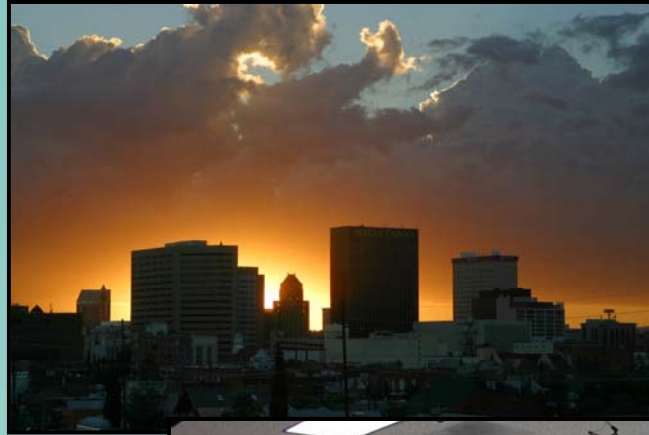
FY 2006 Budget: Guiding Principles



- Investment in Employees
 - Address compensation deficiencies that are impeding recruitment and retention
- Investment in Technology and Infrastructure
 - Key to long-term productivity and efficiencies



Strategic Goals: Vision for El Paso



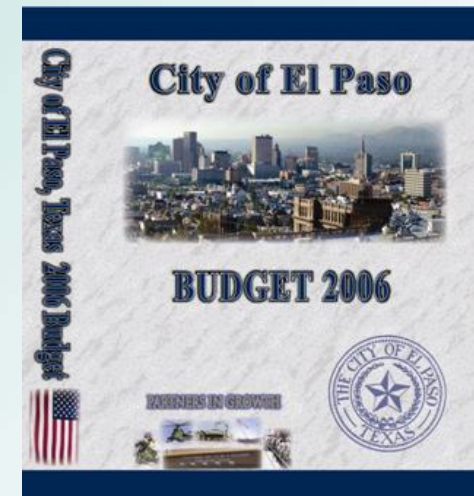
- Council's vision for El Paso developed through the definition of policy priorities
- 4-month intensive strategic planning process commenced
- Action steps developed by City Manager and executive staff to work towards achieving identified policy goals



Strategic Goal: Fiscal Policy

To ensure long-term financial stability and sustainability of the City government

- Maintain or improve the City's credit rating
- Establish identifiable revenue sources to ensure stability of core services
- Ensure adequate expenditure controls are in place
- Establish budget practices that ensure sustainability
- Support Internal Audit Function
- Ensure that assets are adequately safeguarded



Strategic Goal: Customer Service

To become a high-performing, customer-focused organization

- Discover baseline public perception of current City services; develop continuous ways to monitor services
- Develop core service/customer service delivery standards; establish performance measures that determine quality and effectiveness
- Develop a customer service mission statement that embraces the core values of the City: Excellence, Integrity, Respect and Accountability
- Launch external campaign to promote excellent customer service as part of the City's marketing image and strategy
- Implement a customer service element into pre-employment selection process
- Redesign new employee orientation to spotlight customer service
- Substantially expand ongoing customer service training



Strategic Goal: Citizen Involvement

To facilitate opportunities for citizens to be involved in local government

- Create effective neighborhood associations throughout the City
- Establish a neighborhood leadership academy
- Conduct a demographic study to better understand and meet community needs
- Promote youth involvement in the community's future



Strategic Goal: Community Development

To become the most livable city in the United States and be recognized as an international city

- Identify the top ten livability factors most relevant to El Paso and establish benchmarks and comparisons
- Promote sustainable quality development
- Implement a Citywide Neighborhood program to systematically preserve and renew El Paso's neighborhoods
- Position Museums & Cultural Affairs Dept. in a leadership role to make the City a more dynamic regional cultural center for the benefit of the public
- Create a nationally recognized library system



Strategic Goal: Transportation

To establish a comprehensive transportation system



- Become the lowest car dependent city in the Southwest
- Mitigate traffic congestion
- Establish El Paso as an international transportation hub
- Establish El Paso as the premier just-in-time (JIT) international commerce port in the U.S.
- Maximize economic development opportunities



Strategic Goal: Economic Development

To become the city with the lowest unemployment rate and highest per capita wages in the United States

- Implementation of an “image marketing & public relations campaign” that promotes El Paso’s livability and internationalism
- Support business, job development, growth in core economic clusters, international business opportunities & collaborations/partnerships between all stakeholders
- Support retention and expansion of existing businesses
- Create and develop “products” or additional initiatives to support and facilitate economic growth



Collaboration



Regional Partnerships



El Paso, Texas

- Sits on the border of three states and two nations
- Each are stakeholders in the success of the region's collaborative efforts – domino effect
- Major focus areas: Tourism, Economic Development



Regional Partnerships

Bi-National

- U.S./Mexico Border
- Largest international borderplex in world



Throughout the Region

- Regional:
 - El Paso County
 - Doña Ana County
 - Fort Bliss and regional military installations
- Working to foster and develop relationships to effectively collaborate on various regional opportunities



Community Partnerships

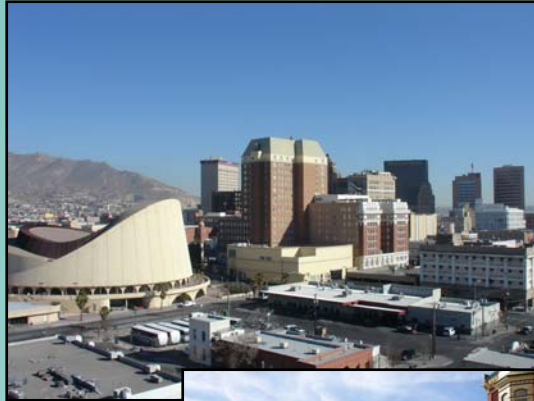


Bio – Medical Campus

- Thomason General Hospital and Texas Tech Medical School
- Benefits of bio-medical concentration in area
- Development opportunities in this cluster



Community Partnerships



Downtown Redevelopment

- Aimed at helping to revitalize the face of the city
- Recent unveiling of proposed redevelopment plan
- Public, private collaboration
- Next within process:
Engaging the community to elicit input in preliminary plan



Community Partnerships



Plaza Theatre Restoration

- Recipient of the national *Entrepreneurial American Leadership Award*
- Public, private and community collaboration
- Provides added venue that contributes to enhancing tourism to the area, while preserving cultural heritage



Final Thoughts

- Pivotal point in City's history
- Community on verge of greatness
- Explosive growth and investment in Quality of Life infrastructure has potential to transform City
- Enlightened leadership the key:
“Us v. Me” – the collective good of the community must be a priority
- Want to see El Paso recognized nationally for “excellence and innovation”

